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AUTHOR Dickson, Stanley; And Others
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INSTITUTION State Univ. of New York, Buffalo. Coll. at Buffalo.t
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ABSTRACT

The chairman of the College Senate along with representatives from the administrative staff, the local council, and the student body developed this evaluation instrument to sample the attitudes, opinions and beliefs of the faculty, staff, and student body regarding the performance of the college's president. The evaluation criteria included: (1) academic and administrative leadership and management; (2) internal and external relationships; (3) the institutional tone set by the president; and (4) sensitivity to the needs of the campus and to the concerns of the faculty, staff, and students, and the college's image in the community. From these criteria, a 90-item questionnaire was developed. The questionnaire is divided into four sections: (1) items pertaining to the president's "Statement of Stewardship"; (2) items referring to a variety of characteristics identified as variables related to successful college presidents; (3) items attempting to assess the performance of Office for Academic Affairs, Student Affairs, and Finance and Management and their deans; and (4) items pertaining to general factors of importance to the college. (JMF)

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REVIEW OF A COLLEGE PRESIDENT

The task of representing the faculty and professional staff in the evaluation of the President of the College was a responsibility assumed by the Chairman of the College Senate. The President had prepared a "Statement of Stewardship" and it was reviewed by the Evaluation Committee. The Chairman of the Senate was one of four members of that committee. The other members on the committee represented administrative staff, the local council, and the student body. The President was to be evaluated based upon the following criteria:

1. academic and administrative leadership and management
2. internal and external relationships
3. the institutional tone set by the President
4. sensitivity to the needs of the campus and to the concerns of the faculty, staff, and students, and the College's image in the community

The purpose of this paper is to share with the academic community the evaluation instrument developed to sample the attitudes, opinions, and beliefs of the Faculty, Staff, and Student Body.

A sub-committee was formed to develop items related to each of the criteria listed above. From these items a questionnaire consisting of ninety items was developed. The questionnaire was divided into four sections and the respondents were asked to indicate whether they mostly agree, mostly disagree, or have no response, with each item. Section one consisted of eighteen items pertaining to the President's "Statement of Stewardship". Specific reference was made to factors the President

identified as positive characteristics of his administration. An open-end section at the conclusion of each part of the questionnaire permitted the respondent to make additional comments.

Part II consisted of 24 items and referred to a variety of characteristics identified as variables related to successful college presidents. These variables were obtained from a variety of sources and were selected by the sub-committee as being appropriate.

Part III attempted to assess the performance of the Office for Academic Affairs, Student Affairs, and Finance and Management. The performance of the Deans was also evaluated. Thus there were four sub-sections to Part III. Eight items for the Office of V. P. A. A and V. P. S. A. and nine items for each of the remaining two offices were included. Part III included a total of 34 items. It was our belief that the President's administration and individuals within the administrative offices are crucial to the success of the President's term in office. The administrators serve at his pleasure and, therefore, are ultimately responsible to him. For that reason, this section was developed.

The last part, Part IV, had fourteen items pertaining to general factors of importance to the College. The last two items on this section and the first item included in the preliminary section referred to the renewal of the President and the general feeling of the institution as a place to work. These three items were:

1. Overall I believe the President has served this institution effectively and I would like to see him continued.

2. Overall I believe the President has served this institution effectively but I would recommend we make a change anyway.

3. In general, how do you feel about this institution?

   a. It is a very good place for me.

   b. It is a fairly good place for me.

   c. It is not the place for me.

   d. I have no feeling about this institution.

The Preliminary Section, which included Item 3 mentioned above, asked the respondent to supply general identifying data. That included faculty status, non-teaching professional, student, and student class, rank, membership in one of five faculties and years of employment at the College.

The questionnaire developed is as follows:

PRESIDENTIAL EVALUATION QUESTIONNAIRE

This questionnaire has been developed to assist in the evaluation of the performance of the President during his term of office. These items have been constructed from a variety of sources including material from other questionnaires related to presidential evaluation, other evaluation statements appearing in print, a statement submitted by the President, and other sources. The questionnaire has been divided into four parts with each part attempting to measure a variety of characteristics and performance criteria. Please take a few moments to complete the questionnaire and return it to your department or unit chairperson, or Alumni Director, who will in turn return it to the College Senate Office. Your prompt response is sincerely requested. Your response will be treated confidentially and with anonymity.

Please check one of the following:

A. The name of your appropriate unit -

1. Faculty of Applied Science and Technology
2. Faculty of The Arts
3. Faculty of Humanities and Social Sciences
4. Faculty of Natural Sciences
5. Faculty of Professional Studies
6. Non-Teaching Professional (NTP)
7. Student at SUCB
8. Alumni Association Member

B. Please indicate your rank -

9. Professor
10. Associate Professor
11. Assistant Professor
12. Instructor
13. Non-Teaching Professional (NTP)
14. Student
15. Alumni Association Member

C. Please indicate your years of employment at SUCB -

16. one to three years

17. four to six years

18. seven to nine years

19. ten or more years

D. In general, how do you feel about this institution?

a. It is a very good place for me.

b. It is a fairly good place for me,

c. It is not the place for me.

d. I have no feeling about this institution,

PART I

The following questions are based on a report written by the President in which he discussed his accomplishments. The purpose of this section is to determine the degree to which the College community agrees or disagrees with what the President feels have been his accomplishments.

1. Do you agree that the President's administrative style is "driving with a loose rein"?

2. Does the President respond to members of the campus community as individuals?

3. Has the President adhered to the idea of a required core of liberal/general studies?

4. Has the President functioned in a way to increase the leadership capabilities of other administrators on campus?

5. Has the President been effective in developing a true spirit of affirmative action on campus?

6. Is the President a visible and reachable member of the College community?

7. Has the President been effective in his interactions with the Union?

8. Has the College been innovative in developing new programs and directions?

9. Has faculty participation in the operation of the College increased?

10. Does the College Council have an improved function and interface with students and faculty?

11. Do you feel that the College provides services to the community?

12. Does the College have a positive impact on the community?

13. Has the President helped the College develop a sense of direction and momentum?

14. Are we a more forward-looking College today than we were eight years ago?

15. Are outstanding faculty members recognized in meaningful ways by the College?

PART I - cont.

16. Is there a balance between liberal arts, teacher education, and career-related fields?

17. Does the President facilitate the work of the College Senate so that the Senate can effectively participate in the governance of the College?

18. Has the President been effective in building and maintaining the College's reputation off campus?

PART II

There are a variety of characteristics that may typify successful college presidents. Below is one such list. Please respond to each according to your perception of whether or not on the whole the phrase characterizes the President.

1. Is cool headed.
2. Is a good negotiator.
3. Communicates effectively both orally and in writing.
4. Consults quite widely with different constituencies.
5. Has critical information at hand when needed.
6. Has a democratic rather than an authoritarian leadership style.
7. Can be tough and make sensitive or critical decisions when necessary.
8. Backs up decisions with well thought out explanations and meaningful documentation when necessary.
9. Is a good planner.
10. Clearly separates personal goals from institutional goals.
11. Can admit when he is wrong.
12. Is willing to do something he feels strongly about even though he will be criticized for it.
13. Is able to maintain objectivity in his activities and decisions.
14. Is firm but yet appropriately flexible as well.
15. Accepts responsibility for the problems as well as the successes of the College.
16. Makes excellent and objective personnel decisions (promotions, tenure, sabbaticals, etc.).
17. Confronts issues when necessary.
18. Is a realist who admits to the presence of College problems when they exist.

PART II - cont.

19. Is imaginative and creative.

20. Is a self-confident and strong individual.

21. Is approachable.

22. Is aware of and in touch with what goes on at the College.

23. Is a person you respect.

24. Is credible.

PART III

The questions below focus on the Vice Presidents' offices and functions and on the Deanships under the assumption that those elements of the College's administrative structure involve particular functions crucial to the success of a college presidency. Their functioning, therefore, may be indices of the President's success.

On the whole, during the President's tenure, the Office of the Vice President for Academic Affairs has:

1. been occupied by excellent and competent professionals,
2. designed and implemented an effective, efficient admissions system.
3. designed and implemented an effective, efficient registration system.
4. provided an efficient system of academic record keeping.
5. effectively coordinated the activities of the Deans and the various faculties.
6. represented each faculty's interest without bias.
7. has provided expert guidance in academic development.
8. within whatever constraints that have existed has typically done an excellent job in performing its assigned duties.

On the whole, during the President's tenure, the Office of the Vice President for Finance and Management has:

9. been occupied by excellent and competent professionals,
10. adequately maintained the building and grounds of the SUCB campus.
11. provided an efficient, effective, and sensitive security system.
12. designed and implemented an efficient, effective budget system.
13. adequately communicated the budget process and budgeting problems.
14. upgraded the College's computer operations.

PART III - cont.

15. maintained an efficient Bursar's Office.

16. operated an efficient, effective Personnel Office.

17. within whatever constraints that have existed has typically done an excellent job in performing its assigned functions.

On the whole, during the President's tenure, the Office of the Vice President for Student Affairs has:

18. been occupied by excellent and competent professionals.

19. managed an efficient housing program.

20. conducted an activity program responsive to the needs of all segments of the student body.

21. planned and instituted an effective counseling service.

22. maintained an effective financial aid program.

23. responded to the needs and sensitivities of the student body's many elements.

24. has maintained credibility with the student body.

25. within whatever constraints that have existed has typically done an excellent job in performing its assigned duties.

On the whole, during the President's tenure, the Deanships have been held by individuals who:

26. have been effective and competent scholars/administrators,

27. are broadly knowledgeable in all the disciplines represented by the Dean's office.

28. are familiar with curriculum and expert in its management and development.

29. encourage and reward scholarly attainments among faculty and students.

PART III - cont.

30. clearly separate personal goals from faculty goals and needs.

31. effectively communicate the needs and desires of their respective faculties.

32. have made excellent personnel recommendations,

33. effectively represent the needs of departments without bias,

34. within whatever constraints that have existed have typically done excellent jobs in performing their assigned duties.

PART IV

At times it is difficult to isolate a president's effect on his campus. below is a list of general areas important to the College. Please respond to each item in terms of your perception of the President's impact on that area.

1. The President has been successful in acquiring support for and achieving excellence in the quality of the faculty.

2. The President has responded to the needs of transfer students and has taken the necessary steps in providing for their smooth transition into our programs.

3. The President has been successful in acquiring support for and achieving excellence in the quality and implementation of the curriculum.

4. The President has been successful in implementing an effective and meaningful advisement system.

5. The President has been successful in achieving excellence in the calibre of our graduating students.

6. The President has been effective in maintaining high faculty morale.

7. The President has been effective in maintaining high student morale.

8. The President has implemented an ongoing review and evaluation program of all units of the College that has resulted in meaningful changes throughout his tenure.

9. The President has been successful in acquiring support for and achieving excellence in the quality of the scholastic activity on campus.

10. Is there an underlying unity and sense of direction in the President's approach to administering the College? In other words, does he have a "game plan"?

11. Has the President given the institution a "sense of identity" that is worthy of support?

12. Does the President represent our interests effectively with the central administration?

13. Overall I believe the President has served this institution effectively and I would like to see him continued.

14. Overall I believe the President has served this institution effectively but I would recommend that we make a change anyway.